



Appendix 1  
**Annual Action  
Plan 2012/13  
delivery reports**

**Annual Report  
2012/13**  
Small Government  
Big Society



If you would like to receive this document in large print, Braille, alternative format or in a different language, please telephone 01263 516214 and we will do our best to help.

# Appendix 1

## Annual Action Plan 2012/13: delivery reports

### Jobs and the local economy

#### Increase the number of new businesses and support the growth and expansion of existing businesses

ACTIVITY	STATUS	PROGRESS/ ACTION NOTE
<b>AAP-J A 01</b> We will support businesses investing in the district through the provision of comprehensive advice about District Council support and signpost to other agencies as appropriate	On track	Mainstream business support services have not recovered to their former level following the closure of East of England Development Agency and Business Link. Businesses now look to the Council for advice and guidance. To mitigate the lack of mainstream services, the Council has improved its electronic/web based business support through the licensed provision of North Norfolk Open 4 Business and COBRA which is an information for business portal.
<b>AAP-J A 02</b> We will work with partners to develop and deliver a programme of business start up support	Completed successfully	The Council has successfully contracted out the North Norfolk Enterprise Programme to Engage With Business. The Programme commenced delivery March 2013.
<b>AAP-J A 03</b> Working in partnership we will maximise the opportunities for investment in the district through the development of allocated town centre retail sites.	On track	Investigations in relation to relevant sites occur as and when opportunities become apparent and consultants advising the Council remain on a flexible contract. Site appraisals were completed for two key sites in North Walsham, however wider issues relating to development proposals in the town have meant that further site investigations are on hold pending the outcome of these.
<b>AAP-J A 04</b> We will seek to maximise the opportunities for the district to benefit from investment in renewable energy developments off the North Norfolk Coast	On track	<p>The Council continues to undertake an ambitious programme of work in support of offshore wind energy schemes. A proposed Local Development Order at Egmere in support of off-shore wind energy schemes is to be the subject of a further report to Cabinet in May 2013.</p> <p>The Council has launched the North Norfolk Renewables website promoting the Port of Wells and the proposed Local Development Order (LDO) at Egmere.</p> <p>The Sheringham Shoal development has become operational and the Council has also held discussions with partners to the Dudgeon offshore wind scheme regarding their programme of investment.</p>
<b>AAP-J A 05</b> We will work with regional partners to realise the benefits of Rural Growth Network status for North Norfolk	Cancelled	The Council worked with regional partners to gain Rural Growth Network status for North Norfolk and realise the benefits the status would bring. Despite a considerable amount of support and effort by partners and the New Anglia Local Enterprise Partnership (LEP) for Norfolk and Suffolk Rural Growth Network status was not awarded.

<b>ACTIVITY</b>	<b>STATUS</b>	<b>PROGRESS/ ACTION NOTE</b>
<b>AAP -J A 06</b> We will support the North Norfolk Fisheries Local Action Group (FLAG) in delivering projects from the £2.4 million funding secured for the fishing sector	On track	The North Norfolk Fisheries Local Action Group (FLAG) has developed £2.4m worth of projects which have been submitted to the Marine Management Organisation (MMO) for approval. At the end of March 2013 the MMO had approved and sent grant offer letter for projects totalling £253,657. Additionally, the MMO were in the process of approving further projects totalling £478,604 and the project pipeline still looks healthy. The FLAG has since submitted and received approval for further projects and is confident of committing funds by the end of 2013, subject to the MMO providing feedback and advice on outstanding approvals in a timely manner.
<b>AAP-J A 07</b> We will actively pursue all options in order to ensure the future development and operation of an Enterprise Hub for north Norfolk as a platform for improving levels of business start up and enterprise	Postponed or delayed	There has been no movement leading toward the establishment of the project. However, it is likely that the Council will commit to its development 2013/14 in line with the aspirations of the Corporate Plan.
<b>Improve the job prospects of our residents by developing a skilled and adaptable workforce that is matched to business growth and development</b>		
<b>AAP-J B 01</b> Through the Council's Learning for Everyone (L4E) Team we will provide information, advice and guidance to local people wishing to enter employment or improve their levels of skills and raise aspiration.	On track	The externally funded contracts being delivered by Learning 4 Everyone; Skills Support for the Unemployed, Skills Support for Redundancy and the National Careers Service, have all been extended.
<b>AAP-J B 02</b> The L4E team will offer bespoke programmes of advice and support to people faced with redundancy from local companies as and when such events occur.	On track	The contract for Skills Support for Redundancy has also been extended.
<b>AAP-J B 03</b> The L4E team will also engage with existing and new employers in the district to understand their future workforce requirements and co-ordinate provision of relevant training courses to secure employment within the district.	On track	Learning 4 Everyone is continuing to work with the Business Forum, Skills Partnership and local businesses and training providers to overcome the barriers and issues for training provision opportunities in North Norfolk.
<b>AAP-J B 04</b> We will explore opportunities to work with local businesses and identify funding to support the provision of apprenticeships and work experience schemes with the aim of increasing the employment opportunities of young people in the district.	On track	In February 2013, a summit was held to review the issues with the work experience and apprenticeship programme in North Norfolk. From this a programme is being developed in two phases. The first is focussing on raising awareness and assisting the County Councils Apprenticeship Norfolk programme. The second phase is about overcoming the barriers facing small businesses in engaging with apprentices as well as helping young people on the pathway to work experience opportunities – this has been subject of a Coastal Communities Fund Expression of Interest.

**Reduce burdens to business by removing unnecessary red tape and bureaucracy at the local level**

<b>ACTIVITY</b>	<b>STATUS</b>	<b>PROGRESS/ ACTION NOTE</b>
<b>AAP-J C 01</b> We will develop a comprehensive package of support and provide information to simplify the process for businesses looking to invest in North Norfolk.	On track	The Council has successfully developed a Renewables web based portal which provides important information necessary to attract inward investment. The North Norfolk Renewables website was launched officially in March 2013 at the SNS2013 - Sea of Opportunity Conference held at the Norfolk Showground. See <a href="http://www.northnorfolkrenewables.org">www.northnorfolkrenewables.org</a>
<b>AAP-J C 02</b> We will ask users of our training, business support and advice services for their feedback and improve future service delivery to meet business needs.	On track	Following the launch delay of the North Norfolk Enterprise programme, monitoring customer feedback started in March. Performance measures are now in place with quarterly performance reports being provided as part of a Service Level Agreement with Engage With Business.
<b>AAP-J C 03</b> We will review our procurement policies to maximise the opportunities to source goods and services locally.	On track	Following the local procurement conference, a guide to local procurement has been finalised and printed for distribution. Council purchasing policies will be reviewed in 2013 when the Procurement Strategy is updated.
<b>AAP-J C 04</b> We will work with partners to roll out Broadband Delivery UK's (BDUK) £60m Norfolk Broadband Initiative across North Norfolk.	On track	The Council continues to collaborate with Norfolk County Council in the roll out of the broadband programme for Norfolk.
<b>AAP-J C 05</b> We will review all of our business regulatory functions to ensure we are focused on local business need.	On track	A review of planning enforcement is covered in the Planning Peer Review which will include an action plan for change. A review of Environmental Health regulatory functions will be complete by summer 2013. Learning from the Enforcement Board will also be used to inform further improvement during 2013/14.

**Promote a positive image of North Norfolk as a premier visitor destination**

<b>AAP-J D 01</b> We will develop and implement new marketing initiatives which use digital and remote technology to promote North Norfolk to visitors and tourists.	On track	Campaigns on social media (i.e., Facebook and Twitter) are now on-going in partnership with the Destination Management Organisation (DMO). Further enhancement on the visitnorthnorfolk.com website is also underway.
<b>AAP-J D 02</b> We will support and facilitate the establishment of a private sector led Destination Management Organisation (DMO) for the north Norfolk coast and countryside to maintain the profile of the district as a leading tourist destination within the UK boosting levels of employment and income for the district.	On track	Revision of the Service Level Agreement has been completed, with on-going discussions between Visit North Norfolk Coast and Countryside Ltd. (VNN) and the Council taking place.

**Improve access to funding for businesses**

<b>AAP-J E 01</b> We will support the roll-out of the Coastal Pathfinder and Fishing Sector Business Loans and Grant Schemes and consider the opportunities of extending these programmes across a larger area.	On track	The further development of a North Norfolk Micro Finance Scheme is underway. The licence to widen the scheme came into effect in January 2013 and partners are currently working towards a relaunch in 2014. During this period it is hoped that the fund will be grown to £500k, maximising the European Fisheries Fund.
---	----------	---

<b>ACTIVITY</b>	<b>STATUS</b>	<b>PROGRESS/ ACTION NOTE</b>
<b>AAP-J E 02</b> Working with the North Norfolk Business Forum, other representative local groups, regional partners and financial services companies we will seek to ensure that small and medium sized enterprises have improved access to investment finance to support business growth and development across the district.	On track	Two key initiatives, those of Pathfinder and North Norfolk Fisheries Local Action Group (FLAG) have been the focus of the Council's strategy to deliver this objective. It is anticipated that these initiatives will be successful in terms of providing previously unavailable funding.

## **Housing and infrastructure**

### **Increase the number of new homes built within the District and reduce the number of empty properties**

<b>AAP-H A 01</b> We will bring forward detailed proposals on allocated sites by better engagement with developers.	On track	The Council has established productive relationships with developer interests on most of the larger allocated development sites in the district. Planning permissions have been granted on sites at Hoveton, Stalham, Cromer, Wells, and there are a number of other current or pending proposals which are expected to progress to permissions over the coming months.
<b>AAP-H A 02</b> We will produce development briefs on four of the allocated sites	Some problems	The brief for Stalham has been approved by Council and planning permission has been granted on the site. A draft brief has been submitted for Holt and this will be published for public consultation in April/May. Revised highway details have been submitted in relation to the Fakenham brief and these are currently with the Highway Authority for consideration.
<b>AAP-H A 03</b> We will seek to increase the number of new homes built of all tenures to 250.	Some problems	The service has granted planning permissions for a number of large development sites in the district and some development has commenced on allocated sites at Cromer, Hoveton, and Blakeney. Final completion figures for 2012-13 are 242 and reflect a national slowdown in dwelling completion rates.
<b>AAP-H C 01</b> We will encourage the development of neighbourhood planning by supporting Holt Town Council in a pilot scheme to produce a neighbourhood plan.	On track	Holt Town Council is the only council in the District which has expressed an interest in preparing a Neighbourhood Plan. No formal application has been made. Briefings continue to be offered to Parish and Town Councils on request.
<b>AAP-H C 02</b> We will encourage further neighbourhood plans to be developed by holding a neighbourhood planning seminar for town and parish councils.	Completed successfully	Seminar for Parish Councils held on 25 April 2012. Briefings continue to be offered to Parish and Town Councils on request.
<b>AAP-H E 01</b> We will undertake and evaluate a pilot Compulsory Purchase Order project to bring long term empty homes back into use.	Completed successfully	The Empty Homes Pilot focused on taking action on three long term empty properties. A report on the outcome of the pilot was considered by the December 2012 Cabinet meeting. The Cabinet report contains recommendations that enforcement action on empty homes be directed through the new Enforcement Board and £200,000 ring-fenced for enforcement action were agreed. During the period December 2012 to May 2013, 47 long term empty properties were considered and five have now been brought back into use.

ACTIVITY	STATUS	PROGRESS/ ACTION NOTE
<b>AAP-H E 02</b> We will support owners to bring at least 40 empty homes back into use and provide opportunities to do so through advertising of private rented properties and the Empty Homes matching service. Where owners are reluctant to bring properties back into use, take enforcement action as required.	Some problems	The Empty Homes Policy was developed and adopted by Full Council on 19 December 2012. The new Enforcement Board gives a high priority to work on reducing the number of empty homes. Letters have been sent to 79 owners of empty homes which will be followed by a further two letters and enforcement action if necessary. 34 owners responded to our letters and the initial outcome was that 14 were not empty and so we were able to update Council Tax to bring the property back into use.
<b>Increase the number of affordable homes with a range of tenure types</b>		
<b>AAP-H B 01</b> We will undertake a complete review of our housing strategy to ensure that we take full advantage of opportunities within the Localism Act and are maximising our influence over housing growth.	On track	Housing Strategy papers were presented to Cabinet during 2012/13 and strategic changes made to service delivery to maximise housing development, despite difficult market conditions, and develop our approach to bring Long Term Empty Properties back into use.
<b>AAP-H B 02</b> We will evaluate our approach to viability assessments to maximise development opportunities.	Postponed or delayed	This activity is currently delayed to be completed by March 2014. However, in the meantime a flexible and responsive approach to viability assessments undertaken will be used.
<b>Secure investment in new infrastructure</b>		
<b>AAP-H D 01</b> We will consult and then obtain agreement on a charging schedule to achieve investment in new infrastructure	On track	Final Viability and Infrastructure reports have now been completed. These have been subject to informal consultation with key developer interests in the district. Wider public consultation on a Preliminary Draft Charging Schedule is expected in May/June 2013.

## Coast, countryside and built heritage

### Maintain the integrity of special landscape designations and balance the development of housing and economic activity with the need to preserve the character and quality of the District's countryside and built heritage

<b>AAP-C A 01</b> We will assess and implement requirements for a new Green Flag award at Sadlers Wood, North Walsham and work to retain the Green Flag status of Holt Country Park	Completed successfully	With the support of local communities involved at Sadlers Wood, North Walsham, improvement work has been undertaken, including a new play area, which has led to the award of the Green Flag. Green Flag status has been achieved, for the eighth year in succession, at Holt Country Park.
<b>AAP-C A 02</b> We will promote the Graham Allen Award and monitor the number of applications received.	Completed successfully	The 31st Graham Allen Awards for Conservation & Design in North Norfolk were once again a resounding success with 16 applications received. The awards were decided in August and the formal ceremony took place on 8 October 2012.
<b>AAP-C A 03</b> We will complete or review four Conservation Area plans, in Cromer, Sheringham, Walsingham and Wells.	Some problems	Cromer Conservation Area Management Plan was adopted by the Council at the Cabinet meeting in November 2012. Walsingham will go to public consultation in May 2013. Sheringham and Wells have been rescheduled for public consultation and adoption during 2013/14 (See Annual Action Plan 2013/14).

<b>ACTIVITY</b>	<b>STATUS</b>	<b>PROGRESS/ ACTION NOTE</b>
<b>AAP-C A 04</b> We will work with other agencies to retain all of the District's Blue Flag beach status.	Completed successfully	On-going work to maintain high quality tourist beaches has led to the retention of all of the District's Blue Flag beaches. In 2012/13, Blue Flags were awarded at Sheringham, Cromer, Mundesley and Sea Palling beaches. East Runton was also awarded the Quality Coast Award.
<b>AAP-C A 05</b> We will achieve zero defaults in our waste and related services contract for cleanliness	Some problems	<p>The Council was awarded a 5 star award for the cleanliness of the district at the Clean Britain Awards in September 2012.</p> <p>Service delivery through the contract has been broadly acceptable during the last 12 months and the number of shortcomings has diminished as the year has progressed. Kier have strengthened the local management team and improvements from this change are evident across the contract.</p> <p>The corporate target of zero default notices has not been achieved during the year, reflecting the high standards the team expect from Kier. Additional focussed monitoring during March 2013 has resulted in an increase in the number of rectifications and defaults issued when compared to recent months.</p>
<b>AAP-C A 06</b> We will ensure all reported fly-tips are responded to within two working days	Some problems	The percentage of waste related cases responded to within 2 days is 64%. The fly tips cleared by KIER accounts for 86% of the work received and at year end 58% was cleared within 2 days. The average time to clear is currently 3.1 days. The figures for the KIER work are not 100% accurate as recording errors have been identified. Training is being provided to officers to ensure recording is accurate. This will be reviewed in the first Quarter of 2013/14 to establish the effect of the training and impact on the statistics.
<b>Increase the number of affordable homes with a range of tenure types</b>		
<b>AAP-C B 01</b> We will define the Coastal Zone (ICZM) and agree consultation mechanisms with partners	On track	The work streams involved in the development of an integrated approach to coastal management are progressing. Meetings have been held with Parish Councils to explain the implications of the adopted Shoreline Management Plan (SMP) and the emerging Cromer to Winterton Study. The outputs from the Study will inform the direction of future work but processes are in place to maintain a flow of information for stakeholders.
<b>AAP-C B 02</b> We will identify specific ICZM projects and identify the means of funding.	On track	Shoreline Management Plan (SMP) 6 has now been adopted and a process for implementing and monitoring the action plan has been established. On-going projects include the conclusion of Cromer to Winterton Study, assisting in the implementation of the Environment Agency's National Coastal Erosion Risk Management programme, Cromer coast protection scheme, and the development of further coastal management initiatives.

**Continue to defend coastal settlements against erosion wherever practicable**

ACTIVITY	STATUS	PROGRESS/ ACTION NOTE
<b>AAP-C C 01</b> We will commission design works for the Cromer Defence Scheme.	On track	Design of the scheme is continuing. The public consultation process is taking place during summer 2013 prior to going out to tender late summer. The consultation covers the impact of the scheme on residents, businesses and visitors to Cromer. The scheme will secure the defences of Cromer for the next sixty years.
<b>AAP-C C 02</b> We will develop and adopt a prioritised programme for future 'Selected' Coastal Defence Work schemes	On track	A coastal study has been commissioned to model coastal processes and sediment movement. These models are currently being run and the outcomes from the models are expected in June 2013. These outcomes will be used to inform the development of a programme of works.
<b>AAP-C C 03</b> We will identify coastal funding opportunities to support the prioritised programme	On track	The outcomes from the coastal study will be used to inform the development of a programme of works and the requirement to secure associated funding.

**Localism****Recognise the important role that Town and Parish Councils have as the democratic embodiment of their communities**

<b>AAP-L A 01</b> We will establish a protocol and put in place the means to respond positively to requests from Town and Parish Councils to take over the running of services within their area/communities to ensure that they share in the benefits of growth	On track	The Council's website has been updated with links to relevant guidance/process in respect of expressions of interest under Community Right to Challenge and nominations under Community Right to Bid recommended to Cabinet in April 2013.
<b>AAP-L A 02</b> We will establish a regular dialogue with Town and Parish Councils and hold workshops for training and development in particular to encourage wide community participation in the democratic process.	On track	Meetings with Town Councils have taken place and a process of wider engagement is being developed.
<b>AAP-L A 03</b> We will work with Town and Parish Councils, local organisations and community and voluntary groups to improve health and wellbeing consistent with the aims of the Health and Wellbeing Board.	On track	<p>Town and Parish Councils in Cromer, Fakenham and North Walsham will be invited to be involved in the Healthy Communities and Ageing Well projects.</p> <p>Town and Parish Councils will be eligible to apply for funding from the North Norfolk Big Society Fund for projects which improve the social and economic wellbeing of the area. The Council will support Town and Parish Councils that wish to apply for the enabling fund.</p> <p>The Council has developed and is supporting a bid to the Coastal Communities Fund, which aims to improve training and career development in coastal areas in relation to the care sector.</p>

**Encourage communities to develop their own vision for their future and help them to deliver it**

<b>ACTIVITY</b>	<b>STATUS</b>	<b>PROGRESS/ ACTION NOTE</b>
<b>AAP-L B 01</b> We will encourage the development of neighbourhood plans by taking the Holt Neighbourhood Plan as a model including holding a seminar on neighbourhood planning for town and parish councils (See also action to deliver Housing and Infrastructure)	Completed successfully	Successful meetings have been held with Holt Town Council to discuss the Holt Neighbourhood project plan. A seminar for Parish Councils was held on 25 April 2012 which has led to follow up discussions with six town / parish councils on the processes, benefits, and outcomes of successful neighbourhood plans.
<b>AAP-L B 02</b> We will commission work through a Service Level Agreement (SLA) for community planning and for community and voluntary sector capacity building	On track	Dialogue with a wide range of organisations in relation to community projects and plans has taken place, resulting in practical support, advice and funding. Support has been provided to the voluntary sector via an SLA with Voluntary Norfolk. The SLA will be reviewed in May 2013.
<b>AAP-L B 03</b> Subject to guidance, we will assess expressions of interest from voluntary or community groups who wish to take over the running of a service and / or community asset, and complete the initial assessment within six weeks of receiving the request.	On track	Proposals for the possible transfer of North Lodge Park to an appropriate community organisation are under development, consultants have been appointed and a programme has been developed, resulting in draft recommendations in April 2013. The expression of interest to take over the operation of Wells-next-the-Sea TIC resulted in that service being transferred to a community organisation under a Service Level Agreement (SLA) with a saving to the Council of £100,000 over five years.
<b>AAP-L B 04</b> We will work with the key organisations with an interest in North Walsham to implement the actions and interventions identified through the 'Leadership of Place' project.	On track	Property appraisals have been commissioned for key development sites. Options appraisal for future structure and focus of Leadership of Place partnership have been discussed.
<b>AAP-L B 05</b> We will utilise our resources, statutory powers and influence to realise opportunities for North Walsham town centre.	On track	In relation to North Walsham Leadership of Place project, the Council investigated options for town centre investment/ enhancement. Key decisions rest on the outcome of pending planning applications.
<b>AAP-L B 06</b> We will respond positively to communities wishing to undertake projects locally.	On track	The Council has established processes to facilitate community-led localism initiatives steered by a 'Localism Board'.
<b>AAP-L B 07</b> We will work with communities to identify the current and future social, economic and environmental needs of their resident population and support them to identify and implement local, innovative and creative solutions.	On track	The enabling fund has been established from second homes funding to ensure greater proactive engagement with Town and Parish Councils, community groups and local communities to identify needs and issues. The Council has decided to join the 'Your Voice' partnership, in order to coordinate and extend engagement with communities and elicit feedback on key issues.
<b>AAP-L B 08</b> We will draft and consult on a communication and engagement framework.		Discussions regarding Community Engagement are continuing; the approach to engagement is likely to develop around the use of 'Your Voice'.

**Encourage the growth of The Big Society within communities**

<b>ACTIVITY</b>	<b>STATUS</b>	<b>PROGRESS/ ACTION NOTE</b>
<b>L C 01</b> We will review services and ensure that the Council's activities are not competing inappropriately with or stifling alternative provision.	On track	The Council continues to review opportunities to deliver discretionary services in different ways so as to ensure that the most appropriate delivery model is in place. During 2012/13, the Cabinet agreed to support the establishment of a private sector-led Destination Management Organisation which will take forward the promotion of the District to tourism markets and has developed a Service Level Agreement with this organisation for a three year period. The Council has also agreed to pass responsibility for the management and operation of the Tourist Information Centre in Wells-next-the-Sea to a voluntary Trust and will explore further similar opportunities elsewhere in the District as part of its commitment to support increased community involvement in the provision and ownership of local services.
<b>AAP-L C 02</b> We will launch and monitor a community investment fund, to be known as The Big Society Fund to invest £450,000 in local communities, strengthen civil society, and establish the process for determining priorities for expenditure.	On track	47 projects were awarded funding amounting to a total of £397,537. The Fund will continue for a second year and will be managed internally. There will be an enabling fund of £225,000 and a grants fund of £225,000 for projects up to £15,000. Grants will be awarded by the North Norfolk Big Society Fund Panel and will open for applications in May 2013.
<b>AAP-L C 03</b> We will ensure that work with statutory, voluntary and community organisations contributes to the aims of the Big Society agenda.	On track	The Service Level Agreement with Voluntary Norfolk is being managed and monitored and will be reviewed prior to its end date in July. Suitable agreements are being negotiated with other organisations capable of delivering services that benefit communities in North Norfolk. Communication is maintained with a network of organisations and through the 'enabling fund' it is anticipated that support can be targeted to assist in meeting specific needs.

## Delivering the vision

### Deliver strong governance arrangements

ACTIVITY	STATUS	PROGRESS/ ACTION NOTE
<b>AAP- V A 01</b> The Audit Committee will oversee a review programme to ensure that audit coverage reflects the risks facing the Council and produce a revised annual audit plan for 2013/14 onwards.	On track	The 2013/14 Annual Audit Plan was approved by the Audit Committee in March 2013, this also included the three year Strategic Internal Audit Plan for the period 2013/14 to 2015/16. Delivery of the annual plan will be monitored throughout the year by officers and Members (through the Audit Committee).
<b>AAP-V A 02</b> We will set and achieve 100% compliance with deadlines agreed with Internal Audit for recommendations rated as Medium and High.	Some problems	At the time of reporting this position two final internal audit reports are yet to be issued. For the year a maximum of one high priority recommendation (subject to agreeing one of the final reports) has been raised. There has been some delay in implementing recommendations and the monitoring of these has been through the Performance and Risk System. Some delays in implementing recommendations are as a result of reprioritising service demands and therefore these factors need to be considered as part of agreeing achievable implementation dates. The initial outcomes of the recommendation follow up review carried out during April for the position at 31 March indicates that there are 15 medium recommendations (17.9%) (subject to confirmation by Audit) outstanding at 31 March 2013.
<b>AAP-V A 03</b> We will implement the revised performance management framework.	On track	Training of managers and staff took place in July and August 2012 to implement the revised framework. The quarterly reporting to Cabinet process was implemented, reviewed and improved throughout the year.
<b>AAP-V A 04</b> We will review and update the Council's constitution.	Completed successfully	The new constitution was approved by Full Council in December 2012.
<b>Ensure that effective communications exist</b>		
<b>AAP-V B 01</b> We will make Outlook cost neutral.	Completed	Cabinet decided in December 2012 to withdraw all funding for Outlook as from April 2013 rather than aim for cost neutrality. A programme of alternative methods of communication, in addition to the emphasis on 'channel shift' to the website, is being developed. The programme is focused on the Communications team providing a more co-ordinated communications 'offer', aimed at ensuring that service requirements are provided by an appropriate balance of web, media and print activity, both to achieve service communication objectives and to ensure that accessible information is available to the community as a whole, not just to those with easy access to the web.

ACTIVITY	STATUS	PROGRESS/ ACTION NOTE
<b>AAP-V B 02</b> We will identify the means of optimising media coverage of Council activities and initiatives and place the WEB at the heart of all we do.	On track	<p>Staff briefing sessions were held during March 2013, highlighting the foundations of the Channel Shift Initiative. The Customer Service Improvement (CSI) Programme Board was set up in June 2012 and is overseeing all CSI activities including web development.</p> <p>The Council has developed a 'new approach' to communications to ensure a comprehensive and cohesive coverage of Council issues and to create a campaign approach to enable as wide coverage as possible. Relationships with local newspapers have been further developed and with the cancellation of Outlook the team has identified alternative publications, as alternative means of giving residents access to information. Work will continue to develop this outlet as well.</p>
<b>AAP-V B 03</b> We will develop a Customer Access Strategy to ensure that the most economic, efficient and accessible forms of contact are in place for all our customers.	Postponed or delayed	The Council is currently engaged in a project, with support, to develop an overall business vision and strategy for IT, to drive customer management improvements and transformational change. It is anticipated that this will lead to a report coming forward in July 2013 to the Business Transformation Board.
<b>Deliver strong and proportionate organisational management in the Council</b>		
<b>AAP-V C 01</b> Deliver revised / streamlined management arrangements.	Completed successfully	The review of senior management arrangements is complete resulting in savings of £231k.
<b>Prioritise services and functions in line with the wishes of our communities and to deliver our corporate objectives</b>		
<b>AAP-V D 01</b> We will prioritise services and redirect resources in line with those priorities by completing fundamental reviews of services that residents have identified as the least important and that the Council does not consider to be a priority	On track	<p>A Planning Peer Review was carried out in February 2013.</p> <p>A CCTV review panel has been established and is due to report during 2013.</p>
<b>AAP-V D 02</b> We will consult with the residents through a Place Survey.	On hold	This activity has been superseded by the need to develop a general approach to consultation. Discussions concerning the way forward are taking place at CLT/Cabinet level.
<b>Deliver year-on-year improvements in efficiency</b>		
<b>AAP-V E 01</b> We will support the implementation of the cost saving Revenues and Benefits shared services project.	Some problems	After some problems with system stability, the North Norfolk data was brought back to Cromer in January 2013. Since this time North Norfolk staff have enjoyed increased functionality and reliability of the system allowing a significant improvement in performance. The issuing of Council Tax and Business Rate bills is considered to have gone well and the team is now in the process of preparing year end reports.
<b>V E 02</b> We will identify potential partnership working opportunities and produce business cases.	On track	<p>Work is continuing with the other Councils in Norfolk to produce a new consortium contract for the processing of dry recyclables collected through the waste collection service.</p> <p>The Council is working with Kier to improve the efficiency of waste collection especially in trade and garden waste services.</p>

<b>ACTIVITY</b>	<b>STATUS</b>	<b>PROGRESS/ ACTION NOTE</b>
<b>AAP-V E 03</b> We will devise and implement budgets to deliver a zero increase in the District Council's part of the Council Tax charge and ensure spend is contained within budgeted allocations.	Completed successful	The 2013/14 budget process culminated in the budget and Council Tax being approved by Full Council in February 2013. This included a zero increase in district's Council Tax.
<b>AAP-V E 04</b> We will review the reward structures to encourage and reward staff, for finding innovative new ways to deliver higher quality services more efficiently.	Not started	Work on this activity has been scheduled for delivery during 2013/14 through the Human Resources service plan.





# **Annual Report** **2012/13**

## Small Government Big Society

North Norfolk District Council  
Holt Road, Cromer, Norfolk, NR27 9EN  
Telephone 01263 513811

[www.northnorfolk.org](http://www.northnorfolk.org)



Follow us on Twitter @NorthNorfolkDC